

Financial Management - Budget and Finance

Welcome to the Enterprise Applications Due Diligence Survey! Your thoughtful response to this survey will help the Commonwealth to gather information to evaluate potential opportunities to re-engineer and re-solution common processes in the Commonwealth. Your input and information is vital for this project's success. Your response is due in five business days. To produce the most successful response, please read these instructions thoroughly.

Please answer the survey questions as fully as possible using existing policies, procedures, systems, data and professional experience. If you cannot answer a question using these resources, you are not expected to go to unusual lengths or use untested methods to gather information. Simply indicate, where possible, that the information is not available.

If your response does not fit into the space available or you have other information that you would like to provide, please contact Bob Haugh, Deputy Project Manager, (William.haugh@vita.virginia.gov, 804/344-8790) for assistance.

If you cannot complete the survey in one sitting, you can save the work you have already entered. Pressing the "Next" button at the bottom of each page both moves you to the next page and auto-saves each page as you complete it. Note that the survey page you are working on will not be saved until you click "Next," so you must click "Next" when you have finished the page if you have to stop and return later. When you re-enter the survey through your e-mail link, you will be returned to where you left off.

If data is not readily available or if you have to do some research to fully complete the survey, you can skip questions and come back to them. Please complete the survey to the best of your ability and press the "Submit" button to store your survey in the survey database. You can come back to your survey through your e-mail link and change your answers if the data becomes available. You are free to edit your submitted survey until we close the survey site. Please remember that every time you edit your survey after the first submission, you must press the "Submit" button again to record your changes. (Clicking the "Next" button will not auto-save pages when you are editing a previously submitted survey. Simply press "Submit" again.)

Thank you. We greatly appreciate your participation!

This document contains respondents between 1 and 39 inclusive.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
Budget development, entry, reporting
2.
Budget amendments
3.
Fiscal impact
4.
Budget execution and tracking
5.
Long-term strategic plans

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
Revenue Forecasting
2.
Performance measurements
3.
Capital budgeting
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

none

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☒ Yes

☐ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.	providing financial and client data	budget development, amendment, fiscal impact
2.	providing cost data for Medicare & Medicaid	revenue forecasting and billing
3.	providing budget and expenditure data & reports	budget tracking by facility, cost center, programs
4.	distributing & tracking funding on 40 CSBs	performance contracts with CSBs
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☒ Yes

☐ No

Comments

revenue forecasting and collection - hospital setting

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.	revenue & obligation spreadsheet	cash flow control
2.	10 years historical financial data	trend analysis
3.	Federal Grants' monthly expenditure reports	funding distribution and control
4.	many different spreadsheets	requests from General Assembly staff and others
5.	community pharmacy utilization	pharmacy budget and expenditure control

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.	eVA, CARs,			

11. What elements of the Agency-based systems are especially effective for your Agency?

1.

Financial Management System - cost accounting

2.

Financial Manmagement System - Consolidated Ledgers

3.

Billing System - revenue collection

4.

Pharmacy System

5.

.....

12. Please list up to five opportunities for improvement to the Budget process.

none

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☒ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

budget requests - new information

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis
prioritizing and ranking
Measuring performance and activity budgeting
what-if analysis
Planning and evaluating reorganizations
measuring performance and activity budgeting
Prioritizing and ranking alternatives
publishing budget documents
Publishing budget documents
planning and evaluating reorganization

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

very limited

19. How does your Agency then create Agency-specific guidelines for budget preparation?

We use DPB guidelines.

20. Does your Agency use performance measures in the budget development process?

☐ Yes

☒ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	.5
Band - 4	
Band - 5	3.5
Band - 6	1.5
Band - 7	.5
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☒ Yes

☐ No

Comments

Medicare & Medicaid rules, Federal Grants rules

24. If you have any other concerns or comments about this functional area, please include them here.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
Budget amendments, technical adjustments and decision packages
2.
Position budgeting
3.
Capital budgeting
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
Budget development, entry and reporting
2.
Performance measurement
3.
Long-term financial and strategic plans
4.
Policy and program analysis
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

DPB does a good job of sending instructions electronically to the agencies. It would help the agencies if DPB could provide more lead time.

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☒ Yes

☐ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.	Cost code detail budgeting at the subobject level.	
2.	Cost code detail tracking for expenditures and revenue.	
3.	Roll up reports to Program/Subprogram, Program and Agency sorted by fund/detail.	
4.	Projected expenditures and balances at all levels.	
5.	Constant analysis at all levels.	

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☒ Yes

☐ No

Comments

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9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.	VDACS completes a small amount of PC spreadsheets from data received from the in-house system.	Summary reports.
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.	Budgets	Manual	Detailed	Non-Daily Cycle

11. What elements of the Agency-based systems are especially effective for your Agency?

1.

Detail Budgets

2.

Detail Analysis

3.

Tracking of Expenditures and Revenue

4.

Reports sorted from cost code level to Agency level

5.

Detail projections of expenditures and balances

12. Please list up to five opportunities for improvement to the Budget process.

Reasonable amount of time for Budget Development and Budget Reduction Exercises.

The new Service Area 2006-2008 budget plan. Strategic Planning.

13. Are any of these enhancements planned, funded, or underway?

☒ Yes

☐ No

14. Please list these enhancements below.

1.
Service area 2006-2008
2.
Strategic Planning
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

VDACS rekeys data into DPB's WEBBEARS after the agency has balanced to the target from entries into the VDACS' system.

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

one

Measuring performance and activity budgeting

three

Planning and evaluating reorganizations

four

Prioritizing and ranking alternatives

two

Publishing budget documents

five

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

We do not set or change the guidelines. VDACS Deputy Commissioner, Director of Administrative & Financial Services and Budget Director review DPB's instructions, develop a VDACS plan and meet with the Agency's Strategic Management Team to develop our plan from the guidelines. (This question is not clear.)

19. How does your Agency then create Agency-specific guidelines for budget preparation?

VDACS guidelines for the Strategic Management Team and line managers are developed from the DPB instructions. VDACS instructions are simplified to retrieve the required budget data.

20. Does your Agency use performance measures in the budget development process?

☐ Yes

☒ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.2
Band - 5	.1
Band - 6	1.2
Band - 7	.2
Band - 8	.2
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

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24. If you have any other concerns or comments about this functional area, please include them here.

PROBUD and CARS systems provide information at the statewide level. VDACS and other agencies had to develop their own in-house systems to adequately manage their finances. A new budget system should tie budget, expenditure, and encumbered purchases together at a cost code level. Agencies should then be able to build reports from the cost code level, to the program area level, to the division level, to the service area level.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☐ Policy and program analysis
- ☐ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

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2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.

The budget development process is a phased process

2.

DPB has been working to simplify the process and integrate the financial and strategic components of the budget process

3.

The budget instructions are generally well-written and comprehensive

4.

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5.

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4. Please list up to five aspects of the budget process that you feel could be improved.

1.

Automated tools for calculating costs (particularly staff)

2.

Link between State's accounting and budgeting systems

3.

Ability to export budget info to spreadsheet, database, etc.

4.

Budget system should accommodate organizational unit budgeting, project budgeting, etc.

5.

Central budget systems are disparate - should be integrated

5. What improvements could be made in distributing budget instructions to Agencies?

More training should be provided to agency staff in advance of issuance of instructions

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

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9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
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2.
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3.
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4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

During budget preparation and subsequent to execution

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

2

Measuring performance and activity budgeting

4

Planning and evaluating reorganizations

5

Prioritizing and ranking alternatives

1

Publishing budget documents

3

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

These guidelines are set as new positions/programs are approved (increased), transferred (decreased) or budget reductions are imposed by the Governor or Legislature (decreased). Our agency follows the budget guidelines set forth by DPB with respect to requesting changes in positions/funding.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

Baseline (level-funding) targets are issued to departments within the agency based on available funding. Departments may request funding above those target levels if necessary for their operations. Available funding is compared to target and above target requests. If funding is available to apply to above target requests, these requests are ranked according to their priority within the institution, and requests approved only up to the level of funds available.

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

These have been incorporated into internal budget decision-making processes at the levels of the Director and Chief Operating Officer. They discuss the performance of various programs and the goals for the coming year in making annual and biennial budget plans and prioritizing proposals above targets. Performance measures are also used in response to DPB budget cycle requirements and are made available for public review on the DPB website. Performance results are also provided to the Board of Trustees for their use in planning and in approving budget proposals and annual/mid-year budgets.

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.5
Band - 5	
Band - 6	1.0
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☐ Performance measurement
- ☒ Long-term financial and strategic plans
- ☐ Policy and program analysis
- ☐ Legislative impact analysis (fiscal impact statements)
- ☐ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
Internal budget development systems
2.
Interface with ProBud
3.
.....
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
More timely processing of budget adjustments, such as regrade information and with more detail explanation of calculation method
2.
system to incorporate some inflationary factor for non-personal expenses
3.
ability to carry over unspent funds to establish a fund for capital asset replacement
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

Budget instructions could be issued earlier.

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☒ Yes

☐ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.	FMS budget module	import/export & transfer to ProBud
2.	FMS budget module	"what if" scenario
3.	FMS budget module	reporting both addendum & operating by program or activity
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☒ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
"what if" scenarios for budget development
2.
import/export from other modules & excel for budget development
3.
transfer to GL for budget vs actual reporting
4.
multiple levels of classification and reporting, program, activity, cost center, fund, etc.
5.
user friendly

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☒ Yes

☐ No

14. Please list these enhancements below.

1.
conversion to server based version of FMS
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☐ Yes

☒ No

16. Please indicate where in the process re-keying occurs.

.....

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

4

Measuring performance and activity budgeting

2

Planning and evaluating reorganizations

5

Prioritizing and ranking alternatives

3

Publishing budget documents

1

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

None

19. How does your Agency then create Agency-specific guidelines for budget preparation?

Yes

20. Does your Agency use performance measures in the budget development process?

☐ Yes

☒ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.5
Band - 5	
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☐ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☐ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
General fund agencies should be able to carry forward appropriations from one year to the next.
2.
.....
3.
.....
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
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4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☐ Yes

☒ No

16. Please indicate where in the process re-keying occurs.

.....

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

5

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

4

Prioritizing and ranking alternatives

2

Publishing budget documents

3

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

DCE follows the guidelines given by DPB, but we can never fully fund our total position level because there would be no funding for maintenance and operations for the agency.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	2.0
Band - 6	1.0
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

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6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
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3.
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4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☐ Yes

☒ No

16. Please indicate where in the process re-keying occurs.

.....

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

5

Measuring performance and activity budgeting

2

Planning and evaluating reorganizations

4

Prioritizing and ranking alternatives

1

Publishing budget documents

3

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

None

19. How does your Agency then create Agency-specific guidelines for budget preparation?

No, uses DPB guidelines

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

As mandated by DPB

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	
Band - 6	.4
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.

WebBears is a very easy, user friendly system to use.

2.

For the most part, I believe the current system works well.

3.

.....

4.

.....

5.

.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
Combine PROBUD, WebBears, and FATS into one system.
2.
There is a lot of repetition in the development of the strategic plans from one budget cycle to the next. Since much of the information remains the same from year to year, such as agency objectives, mandates, mission etc., why can't agencies update data for the relative changes during the applicable report cycle instead of re-inventing the process each time.
3.
The method of allocating central appropriation adjustments to agencies such as the allocation of the annual salary and fringe benefit increases/adjustments. In the past, some of these adjustments have been based on one specific monthly payroll, for instance. If the agency just happened to have several vacancies at that time, their base of allocation for the adjustments would not be an accurate reflection of the agency's true personal service costs.
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

I think the current process works well.

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

- ☐ Yes
- ☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
.....
2.
.....
3.
.....
4.
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5.
.....

12. Please list up to five opportunities for improvement to the Budget process.

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13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.

.....

2.

.....

3.

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4.

.....

5.

.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

re-keying into WebBears and Excel spreadsheets

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

3

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

4

Prioritizing and ranking alternatives

2

Publishing budget documents

5

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

We work within these guidelines. Treasury is a small to medium size agency. We distribute the DPB instructions as provided and conduct formal and informal meetings and planning sessions throughout the agency, generally by operating division.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

See above.

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

Normally, performance measure results are a part of internal management and review and do not result in any budgetary decisions. If the performance measures indicated a need for additional resources, they would be reflected in the budget submission.

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	
Band - 6	.5
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☒ Yes

☐ No

Comments

State laws relating to the required budget processes.

24. If you have any other concerns or comments about this functional area, please include them here.

None.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☐ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☐ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
PROBUD/FATS meets basic budget needs
2.
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3.
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4.
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5.
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4. Please list up to five aspects of the budget process that you feel could be improved.

1.
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2.
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3.
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4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
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2.
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3.
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4.
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5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☐ Yes

☒ No

16. Please indicate where in the process re-keying occurs.

.....

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

5

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

2

Prioritizing and ranking alternatives

4

Publishing budget documents

3

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

Through the strategic planning process, DOA analyzes needs, weaknesses and opportunities for improvement. These discussions result in reorganization opportunities and staffing prioritization, equipment, software, and facility needs. The result of the strategic planning effort is a redeployment of base budget dollars to accomplish the objectives of the agency in the most effective and efficient manner.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

Through strategic planning process

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.1
Band - 6	.0
Band - 7	.0
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☐ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
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2.
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3.
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4.
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5.
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4. Please list up to five aspects of the budget process that you feel could be improved.

1.
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2.
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3.
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4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

--

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
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3.
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4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

from our internal excel spreadsheet to CARS

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

.....

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

.....

Prioritizing and ranking alternatives

.....

Publishing budget documents

.....

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

We break the budget down into 28 manageable-sized budgets (cost centers in CARS) and hold individual budget managers responsible according to the guidelines we give them.

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	
Band - 6	1.0
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☐ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☐ Capital budgeting
- ☐ Performance measurement
- ☐ Long-term financial and strategic plans
- ☐ Policy and program analysis
- ☐ Legislative impact analysis (fiscal impact statements)
- ☐ Revenue forecasting
- ☐ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
On-line submission
2.
.....
3.
.....
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
n/a
2.
.....
3.
.....
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

n/a

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
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3.
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4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☐ Yes

☒ No

16. Please indicate where in the process re-keying occurs.

.....

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

.....

Measuring performance and activity budgeting

.....

Planning and evaluating reorganizations

.....

Prioritizing and ranking alternatives

.....

Publishing budget documents

.....

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

n/a

19. How does your Agency then create Agency-specific guidelines for budget preparation?

n/a

20. Does your Agency use performance measures in the budget development process?

☐ Yes

☒ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	
Band - 6	
Band - 7	
Band - 8	
Band - 9	1.0
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
FATS is easy to use and very user friendly and it was home grown, can you believe that.
2.
Edit checks insure that balances are correct
3.
appropriations and allotments controll as planned
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
Budget system has to have a higher degree of interactivity with CARS
2.
Approvals of NGF (federal) funds should occur without a major intervention of DPB
3.
Do away with the service based budget this is just a different spin on the same data
4.
Enact a truth in budgeting law That would require education to enter all foundation and off the books accounts that would portray a total picture of how much education is really expending in Virginia.
5.
Have NO interim budget CUTS. CUTS could only be enacted at the beginning of the year so no surprises

5. What improvements could be made in distributing budget instructions to Agencies?

None. DPB does a excellent job at directing agecnies to give up the money.

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

to distribute amounts out of Nonpersonnel subobject codes and adjustments between subprograms.

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

1

Measuring performance and activity budgeting

3

Planning and evaluating reorganizations

4

Prioritizing and ranking alternatives

2

Publishing budget documents

5

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

Mainly reactive. I think the terms are more accurately stated as the Governor directs DPB to set the agency budget targets. NGF fund targets can be adjusted with little problem. General funds are never adjusted, except downward.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

Forward the DPB directives to each section for action and preparation of the required documents.

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

Measures are tracked in the agency strategic plan and tied to budget adjustments that would enable the plan to meet the agencies goals and objectives.

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	
Band - 6	.3
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

DPB has been down sizing all state agencies, now is the time to close down DPB. That make as much sense as other state deicions.

24. If you have any other concerns or comments about this functional area, please include them here.

The concern is that over the pass 12 years the Federal government has tripled the resources coming into DMA. The Commonwealth has decrease the resources to DMA. The feds are going to wise up pretty soon and start moving funds that are coming to Virginia without general fund support and send those funds to other states that are aggressively supporting their Military agency.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☐ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
web bears ability to upload spreadsheet data
2.
.....
3.
.....
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
Receive instructions earlier
2.
Does not lend itself to long-term planning
3.
Procedural changes without adequate notice
4.
Inadequate time frame for submissions
5.
Clear statement of Governor's priorities

5. What improvements could be made in distributing budget instructions to Agencies?

Earlier notice.

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

Fats transactions to track in excel

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

3

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

5

Prioritizing and ranking alternatives

4

Publishing budget documents

2

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

The Director of Admin and Budget analyst review guidelines. Internal budget documents are prepared to reflect current salaries and fringe rates, other reoccurring budget items for rent, insurance, leases, primarily based on prior year. Consideration is given to any new appropriations, cuts or mandates. Budget is provided back to DPB at object code, fund and subprogram level to tie back to Appropriation Act. During this process preliminary budget figures and instructions are provided to the program directors to make changes to their line items prior to submission to DPB. Appropriated amounts are not subject to change until allowed to submit decision packages.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

We analyze changes in legislation, mandates, reassignment of duties and send out the DPB guidelines along with this and prior year information to the cost code directors.

20. Does your Agency use performance measures in the budget development process?

☐ Yes

☒ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.5
Band - 5	.8
Band - 6	.5
Band - 7	
Band - 8	
Band - 9	.2
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☐ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

Current system does not lend itself to long term planning. Should be an easier mechanism to make mid year requests for changes to FTE allocation per fund due to unknowns of the federal grant cycle.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
This is my first year not sure yet.
2.
.....
3.
.....
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
Using the encumbrance feature in cars
2.
New financial record system
3.
Programs that talk to each other (cars, fats, cipps, faacs)
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

Notification by e-mail with link to web-site works well.

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☐ Yes

☒ No

16. Please indicate where in the process re-keying occurs.

.....

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

2

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

4

Prioritizing and ranking alternatives

3

Publishing budget documents

5

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

We adhere to their guideline ... this is my first year so I am not aware of when and/or if changing has been done in the past.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

This is my first year I’m sure it would be reviewing historical data and working as a team with the Executive and Deputy Directors. We plan on allocating a certain amount of budget to each unit in our agency to hold them accountable for their area specifically.

20. Does your Agency use performance measures in the budget development process?

☐ Yes

☒ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	1.0
Band - 6	1.0
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	1.0

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☒ Yes

☐ No

Comments

Outdated financial records system - CARS/FATS/CIPPS

24. If you have any other concerns or comments about this functional area, please include them here.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

Retail Site Forecasting

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
Process is relatively easy, no major problems
2.
.....
3.
.....
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
Earlier notification of decision package status
2.
Easier upload to webbears
3.
.....
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

DPB instructions typically very easy to use, although webbears can be a bit cumbersome.

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☒ Yes

☐ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.	Budget Development	Integration of budget with financial management (KPMG system)
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☒ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.	Webbears submission (excel)	DPB
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
Actual vs Budget
2.
Encumbrance & Pre-encumbrance available
3.
Track unexpended budget resources
4.
Detailed to object level and cost center
5.
Periodic and ad-hoc management reporting available

12. Please list up to five opportunities for improvement to the Budget process.

None

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☒ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

Entry into Probud, webbears

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

3

Measuring performance and activity budgeting

2

Planning and evaluating reorganizations

5

Prioritizing and ranking alternatives

4

Publishing budget documents

1

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

Follow the guidelines, they work fine.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

Internal procedures

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

Performance measures are used to set strategic direction which feeds budget development (e.g the need for new stores is based on targets for population service).

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.1
Band - 6	.1
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☒ Yes

☐ No

Comments

Required to operate stores, provide licenses, full accrual accounting required by code

24. If you have any other concerns or comments about this functional area, please include them here.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☐ Long-term financial and strategic plans
- ☐ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
Line item budgeting by org level and product
2.
cost allocation
3.
rate and fund balance forecasting
4.
systems interfaces (PR to budget update)
5.
capitalized item forecasting/budget development

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
system replacement
2.
online access
3.
thorough & accurate allocations are cumbersome
4.
improved information for non-ISF
5.
improve expense standards

5. What improvements could be made in distributing budget instructions to Agencies?

clearer instructions for internal service fund entities

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☒ Yes

☐ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.	line item detail supporting product costing	billing
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☒ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.	MAPPER	Mainframe applications
2.	Excel	Product costing & forecasting
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.	CIPPS to Budget system	Automated	Detailed	Non-Daily Cycle

11. What elements of the Agency-based systems are especially effective for your Agency?

1.

One system via the use of coding enables budgets fo be developed and maintained at both the org levela dn teh product level.

2.

.....

3.

.....

4.

.....

5.

.....

12. Please list up to five opportunities for improvement to the Budget process.

Online
Reporting
"What if" analyses

13. Are any of these enhancements planned, funded, or underway?

☒ Yes

☐ No

14. Please list these enhancements below.

1.
Peoplesoft budgeting and business planning module procurement.
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

Line item data is maintained in the agency based budgting system. Changes must be keyed to both this and the current summary level budget maintained in the accounting system (Peoplesoft).

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

2

Measuring performance and activity budgeting

3

Planning and evaluating reorganizations

5

Prioritizing and ranking alternatives

4

Publishing budget documents

1

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

Adapt them to fit VITA

19. How does your Agency then create Agency-specific guidelines for budget preparation?

A budget package is developed and provided to org managers. The instructions are specific to VITA and are generally more detailed.

20. Does your Agency use performance measures in the budget development process?

☐ Yes

☒ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	2.5
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

Performance measures are being developed and incorporated into the budget process.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☐ Capital budgeting
- ☐ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☐ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

--

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☐ Yes

☒ No

16. Please indicate where in the process re-keying occurs.

.....

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

5

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

4

Prioritizing and ranking alternatives

2

Publishing budget documents

3

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

None

19. How does your Agency then create Agency-specific guidelines for budget preparation?

20. Does your Agency use performance measures in the budget development process?

☐ Yes

☒ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.5
Band - 6	.1
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☐ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.

Budget execution and budget tracking

2.

Budget Amendments, technical adjustments, decision package process

3.

Liaison with General Assembly Staff

4.

Budget development, entry and reporting

5.

Informal communication with DPB staff

4. Please list up to five aspects of the budget process that you feel could be improved.

1.

Capital budgeting, Position and Revenue Budgeting

2.

Administrative processes,i.e advance notice of submission dates and formating

3.

Timely processing for FATS and other budget execution functions

4.

Ability for DPB staff to analize data and draw conclusions

5.

DPB's own staff do not appear to understand submission procedures

5. What improvements could be made in distributing budget instructions to Agencies?

Consistent procedures with limited changes from year to year; sufficient advance notice; supplemental refinements not integrated into DPB process

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☐ Yes

☒ No

16. Please indicate where in the process re-keying occurs.

.....

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

3

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

4

Prioritizing and ranking alternatives

2

Publishing budget documents

5

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

Virtually no role

19. How does your Agency then create Agency-specific guidelines for budget preparation?

Provide copies of agency instructions which include DPB dead lines adjusted so that information can be received from field units in a timely manor for processing of budget data. Meet with agency executive staff for there input and recommendations. Contact unit managers to gather information for the development and distribution of the agency’s appropriation.

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

Incorporated into quarterly expenditure analysis and special ad-hoc analysis for staff and organization units

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	2.0
Band - 4	3.0
Band - 5	9.0
Band - 6	1.5
Band - 7	.1
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☐ Performance measurement
- ☒ Long-term financial and strategic plans
- ☐ Policy and program analysis
- ☐ Legislative impact analysis (fiscal impact statements)
- ☐ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
.....
2.
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3.
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4.
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5.
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4. Please list up to five aspects of the budget process that you feel could be improved.

1.
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2.
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3.
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4.
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5.
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5. What improvements could be made in distributing budget instructions to Agencies?

More in depth instruction - especially to newer employees in the budget field

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☒ Yes

☐ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.	FATS	initiate appropriations
2.	WebBears	budget execution
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☒ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.	Excel spreadsheet	personnel budget cost information
2.	Excel spreadsheet	individual cost center budget
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

faster approval of FATS transactions

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☒ No

14. Please list these enhancements below.

1.
.....
2.
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3.
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4.
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5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

Putting the budget in the systems - CARS, WebBears

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

4

Measuring performance and activity budgeting

3

Planning and evaluating reorganizations

2

Prioritizing and ranking alternatives

1

Publishing budget documents

5

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

We follow the guidelines given us, VSDB-S does not have a role in setting them.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

Requests are made to dept head for specific budget requests. Personnel is put into the budget first.

20. Does your Agency use performance measures in the budget development process?

☐ Yes

☒ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☐ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
DPB Forms 27 System (FATS)
2.
DPB Web-Bears
3.
.....
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
Communication of appropriation and adjustment information could be more timely.
2.
.....
3.
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4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

None recommended.

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☒ Yes

☐ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.	Forecasting (Includes Personnel)	Biennial & operational budget development
2.	Budget Tracking	Management decisionmaking, accounts payable & procurement
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☒ Yes

☐ No

Comments

DMME's ERP supports the budgeting process in an efficient, accurate fashion.

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.	None.	
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.	None.			

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
Personnel and operational forecasting
2.
Real-time budget information for management.
3.
User friendly and reliable
4.
Multiple year versions for long-range planning.
5.
Excellent report features.

12. Please list up to five opportunities for improvement to the Budget process.

None recommended.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☒ No

14. Please list these enhancements below.

1.
.....
2.
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3.
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4.
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5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☐ Yes

☒ No

16. Please indicate where in the process re-keying occurs.

.....

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

2

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

5

Prioritizing and ranking alternatives

3

Publishing budget documents

4

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

DMME adheres strictly to budget and position guidelines issued by DPB. DMME has the opportunity to realign appropriation of funds and positions in the budget development process and throughout the year using Forms 27.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

DPB guidelines are strictly adhered to.

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

Budget, expenditure and revenue data are quarterly evaluated by the agency's strategic team to ensure the agency is on budget target.
Agency and division performance measures are reviewed by agency management and the strategic team on a regular basis to determine if problems are developing in a service area and if resources should be reallocated to address the problem.

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.4
Band - 6	.1
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☐ No

Comments

Not known

24. If you have any other concerns or comments about this functional area, please include them here.

None.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☐ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☐ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

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2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
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2.
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3.
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4.
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5.
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4. Please list up to five aspects of the budget process that you feel could be improved.

1.
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2.
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3.
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4.
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5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

n/a

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☒ Yes

☐ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.	budget execution & management	tracks budget vs. expenditures and encumbrances at appropriate management level
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☒ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.	Excel	used to develop Personal Service budgets
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.	Personal Service costs	Manual	Detailed	Non-Daily Cycle

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
Enables budget monitoring at necessary detail level, and includes information not available in CARS
2.
.....
3.
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4.
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5.
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12. Please list up to five opportunities for improvement to the Budget process.

Coordination of strategic planning with resource allocation.

13. Are any of these enhancements planned, funded, or underway?

☒ Yes

☐ No

14. Please list these enhancements below.

1.

Coordination of strategic planning with resource allocation.

2.

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3.

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4.

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5.

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15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

Appropriations at cost code/subobject code level rekeyed to CARS.

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

3

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

2

Prioritizing and ranking alternatives

5

Publishing budget documents

4

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

Guideline changes are requested through technical amendments and decision packages.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

Executive management meetings.

20. Does your Agency use performance measures in the budget development process?

☐ Yes

☒ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.1
Band - 6	.4
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
budget execution and tracking
2.
operating budget development
3.
.....
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
performance measurement
2.
capital budgeting
3.
integration between DPB and agency systems
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

works well

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☒ Yes

☐ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.	development	excell
2.	execution	PeopleSoft
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☒ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.	excell	development
2.	PeopleSoft	execution
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.	none			

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
budget to actula reporting
2.
.....
3.
.....
4.
.....
5.
.....

12. Please list up to five opportunities for improvement to the Budget process.

better integration with central systems

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☒ No

14. Please list these enhancements below.

1.
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2.
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3.
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4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

development; amendments; decision packages

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

3

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

5

Prioritizing and ranking alternatives

2

Publishing budget documents

4

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

minimal

19. How does your Agency then create Agency-specific guidelines for budget preparation?

Develop and distribute internal budget targets
create personal service funding for all authorized positions
allocate remainder of target to non-personal service accounts

20. Does your Agency use performance measures in the budget development process?

☐ Yes

☒ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	1.2
Band - 6	
Band - 7	.2
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
Program / sub-program budgeting concept - whether it is called functional activities or service level.
2.
FATS system for budget adjustments.
3.
Providing flexibility for sub-programs within a program.
4.
Involvement of Secretary's Office.
5.
Control of budget at Program level.

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
Year-end closeout is very time consuming for agency budget staff; move other budget assignments away from June thru mid-July.
2.
Either give approval to spend NGF cash balances early in the year or revert them
3.
Either approve or disapprove Mandatory Carryforwards - don't wait until mid-year for the decision
4.
Either approve or disapprove Discretionary Carryforwards early in the year
5.
Why is it so difficult to get an increase in NGF appropriation for additional revenue earned

5. What improvements could be made in distributing budget instructions to Agencies?

Find an agreeable format for funding requests and stick with it for a few years. Provide agencies more time for submission after instructions are received. For example, this exercise had a five-day completion time.

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.	Projection of Salary costs	
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☒ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☒ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
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4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

DCR budgets are developed within the divisions, and re-keyed into ACCESS by Finance.

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

5

Measuring performance and activity budgeting

2

Planning and evaluating reorganizations

3

Prioritizing and ranking alternatives

1

Publishing budget documents

4

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

DCR evaluates goals and attempts to allocate available resources to meet these goals. If unable to meet goals with available resources, alternative resources are considered. If there are no acceptable alternatives, additional resources are requested.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

DPB published budget decision package instructions are used. Internal guidance is given for key points to be included in the funding request.

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

Performance measure outputs and outcomes are considered in assigning resources within DCR and for each funding request.

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

Many staff are involved in the budget function of DCR. We cannot adequately identify and allocate these resources at this time.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
Budget Execution & Budget Tracking
2.
Budget Development, Entry & Reporting
3.
Budget Amendments, Tech. Adjustments & Dec. Pckgs.
4.
Position Budgeting
5.
Capital Budgeting

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
Performance Measurement
2.
Long-term Financial & Strategic Plans
3.
.....
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

Release instructions earlier to allow large agencies like DOC with multiple activities and work locations adequate time to prepare submissions.

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☐ Yes

☒ No

16. Please indicate where in the process re-keying occurs.

.....

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

1

Measuring performance and activity budgeting

4

Planning and evaluating reorganizations

5

Prioritizing and ranking alternatives

3

Publishing budget documents

2

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

DOC takes DPB guidelines which are set at the overall agency level and makes decisions each fiscal year required to allocate resources to individual work locations and activities.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

The Department has a standard methodology used to price FTE, variable costs, other nonpersonal service items and equipment. Where resources are not adequate to meet mandates or Department initiatives, a vacancy factor is applied against the authorized position level to ensure adequate availability of resources.

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

Fiscal performance is one of many components used to analyze the level of program effectiveness and assess whether resources should be redistributed internally or additional amounts requested externally.

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	7.0
Band - 6	1.0
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.

Dissimination of Budget Information including Timetables

2.

WEBBears

3.

Automated Applications for Nongeneral Fund Revenue Projections

4.

Web Access to Governor, GA, DPB actions

5.

Overall Internet Accessibility (i.e., Forms, Instructions, etc.)

4. Please list up to five aspects of the budget process that you feel could be improved.

1.

Way to track encumbrance

2.

.....

3.

.....

4.

.....

5.

.....

5. What improvements could be made in distributing budget instructions to Agencies?

DPB has been committed in utilizing the latest technology for the distribution of budget instructions to Agencies. Kudos!

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☐ Yes

☒ No

16. Please indicate where in the process re-keying occurs.

.....

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

2

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

5

Prioritizing and ranking alternatives

4

Publishing budget documents

3

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

My role is to cost new position requests using budget and position guidelines.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

Agency strives to create Agency-specific guidelines that mirror guidelines handed down by DPB based on critical needs to address our mission and mandates for services/programs.

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

Performance measures outputs and outcomes are used to evaluate how well we are meeting our strategic goals and objectives.

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.2
Band - 5	
Band - 6	1.0
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

Not Applicable.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☐ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

Local Depts of Social Services (LDSS) budget control, expenditure reporting and reimbursements

2. If you would like to provide additional information, please check the box below.

- ☒ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
Webbears for efficient submittal
2.
FATS
3.
DSS LDSS budget request and expenditure reporting (BRS/LASER)
4.
State Legislative Information System (State Budget Section)
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
Timing of instructions leaves little time for thorough detailed preparation and review
2.
No software tool for biennium budget development other than Excel
3.
Distribution of central appropriations from DPB is too late in fiscal year
4.
Rules changes from biennium to biennium making it difficult to have a standard automated biennium budget process
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

Chiefly timing of instruction distribution and timing of notification of Central Appropriation amounts.

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☒ Yes

☐ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.	LDSS Budget Execution	LDSS expenditure control including budget request justification and approval
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☒ No

Comments

Much work is handled with individual spreadsheet based solutions

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.	MAPPER payroll database	Budget Development
2.	Excel Spreadsheets	Budget tracking and development
3.	Excel Spreadsheets	FIS tracking
4.	Excel Spreadsheets	Revenue Forecasting
5.	Oracle data warehouse	Policy and Program analysis

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.	None			

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
The local budget system, BRS, handles and tracks local budget request efficiently
2.
The Salary payroll database provides accurate electronic data for salary budget computations
3.
.....
4.
.....
5.
.....

12. Please list up to five opportunities for improvement to the Budget process.

EFIS could be expanded to meet agency needs beyond those of DPB. Neither Probud nor Webbears track appropriations by fund at the sub-program level. In general none of the state level systems help agencies do their duties. Mostly oriented to DPB needs only.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☒ No

14. Please list these enhancements below.

1.

.....

2.

.....

3.

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4.

.....

5.

.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

The monies in the Appropriations Act are rekeyed to allocation funds to lower level Division budgets

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

2

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

4

Prioritizing and ranking alternatives

3

Publishing budget documents

5

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

Virtually no input.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

Usually we provide program areas with electronic versions of the DPB budget narrative process augmented with separate agency-specific instructions.

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

Impact on performance measure outputs and outcomes is used as one evaluation criteria when ranking budget request from various areas of the agency.

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

It is critical for the budget system to support the budgeting and monitoring of local expenditures. These expenditures are reported and used as required match to federal funds.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☐ Budget amendments, technical adjustments and decision packages
- ☐ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☐ Performance measurement
- ☒ Long-term financial and strategic plans
- ☐ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☐ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
Agency based budgets are tied to sales activity/volume
2.
.....
3.
.....
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
forecasting
2.
capital budgeting
3.
.....
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

DOC prepares and inputs budget information for VCE. VCE receives no instructions from DOA or DPB related to this process. Budgets are developed internally based upon projected sales.

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☒ Yes

☐ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.	Provide prior year actual balances by cost center	provides base budget for subsequent year
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☒ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.	spreadsheet with prior year actual production exp and fixed variable costs	baseline budget for cost centers
2.	compile via spreadsheet monthly/Y-T-D expenses vs actual production	quantifies current mo. /YTD budget based upon monthly/YTD production
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.	n/a			

11. What elements of the Agency-based systems are especially effective for your Agency?

1.

budgetary numbers are flexible, based upon current production levels and compared to historic expectations

2.

.....

3.

.....

4.

.....

5.

.....

12. Please list up to five opportunities for improvement to the Budget process.

Because this is a manual process and VCE has limited staff, it is time consuming and could be produced/distributed more timely.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☒ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

from system generated numbers to spreadsheets

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

5

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

2

Prioritizing and ranking alternatives

4

Publishing budget documents

3

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

DOC works with DPB. VCE does not have an active role.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

VCE is an internal service fund and required to be self sufficient. All revenues are based upon sales and as such, customer demand. VCE can anticipate this to some extent but must remain flexible and have the ability to react to what the customer needs, which varies from month-to-month and year-to-year. This variability creates major fluctuations in expenditures as each product is costed and priced independently generating different gross margins. The development of labor and overhead rates enables VCE to anticipate the level of sales required to maintain cash flow.

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

Historic ratios are used to develop budgets and refined to reflect current activity.

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	1.0
Band - 5	
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

While the budget process is important, it is critical that VCE be able to react and adapt to the current business climate to ensure self-sufficiency.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
Data submission
2.
.....
3.
.....
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
Tracking
2.
Data submission
3.
duplication
4.
Project Budgeting
5.
Historical Information

5. What improvements could be made in distributing budget instructions to Agencies?

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☒ Yes

☐ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.	Low Level Budgeting	Budget Information at lowest level
2.	Project Budgeting	Budgeting at Project level
3.	Reporting	Reports at different levels
4.	Personnel	Tracking/Cost of Positions
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☒ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.	Excel Spreadsheets	Detail Information
2.	Access	Reporting
3.	Manual Keying of Information	Capturing Detail
4.	CARS Download (FINDS)	Cars Information
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.	Download of Payroll	Manual	Detailed	Non-Daily Cycle

11. What elements of the Agency-based systems are especially effective for your Agency?

1.

Cost Center

2.

Reporting

3.

Projects

4.

.....

5.

.....

12. Please list up to five opportunities for improvement to the Budget process.

Multiple Budgets; Budget Modeling; Personnel/Position Data; Historical Information;
Reporting

13. Are any of these enhancements planned, funded, or underway?

☒ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

When CARS rpts are received

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

3

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

5

Prioritizing and ranking alternatives

4

Publishing budget documents

2

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

DPB allows for changes in the information during the development of the 2 year budget with justification. These request are required before the budget goes to the Governor.

Changes can also be made during the year or during the off year of the 2 year budget. If changes are made during the year they must be requested again unless there are included in the Governor budget adjustment or changed by the GA

19. How does your Agency then create Agency-specific guidelines for budget preparation?

VDEM creates its agency guildlines based on the information given to us by DPB. The agency budget guildlines are created and based on what the agency needs, but staying within the dollar amounts given to it.

20. Does your Agency use performance measures in the budget development process?

☐ Yes

☒ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	5.0
Band - 4	3.0
Band - 5	2.0
Band - 6	1.0
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	1.0

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

The FTE's listed are for the entire finance department and include a contract person that develops and maintains the database used in the Budget and Finance area.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
Collective planning by all programs within agency
2.
.....
3.
.....
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
Automated Financial System is needed
2.
Too many restrictions on movement of funds as needed. Too many people have to review and approve.
3.
DPB should be given more authority to approve agency requests.
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

Pre-notification that they are available online, preferably by e-mail. System broadcast screen does not work well because we are not always accessing the system.

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☐ Yes

☒ No

16. Please indicate where in the process re-keying occurs.

.....

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

5

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

3

Prioritizing and ranking alternatives

4

Publishing budget documents

2

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

We can only change guidelines through legislative process by submitting requests for technical or other adjustments.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

Upper level management sets guidelines through meetings and input from program managers.

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

They are not currently part of the budget decision.

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	2.0
Band - 5	
Band - 6	
Band - 7	1.0
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

VVCC's financial information, our largest field office, is processed on accrual accounting due to the reports required from them by the Federal Government. Budgeting and Finance through CARS is processed on CASH Accounting which creates alot of manual adjustments, etc. for budgets and financial reporting.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☒ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
consistency among state agencies
2.
Use of WebBears for data entry is very user friendly
3.
.....
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
lead time - difficult to focus 15 months out for detailed budgeting
2.
automation of system
3.
flexibility - limited ability to make adjustments to budget structure
4.
Capital Budget process as a whole; policies and communications are not clear
5.
The amount of time provided for preparation of the budget and decision packages by the agencies has gotten shorter recently. More time would allow agencies to try and address the possible questions by decision makers prior to the information being submitted.

5. What improvements could be made in distributing budget instructions to Agencies?

Face-to-face training should be offered by DPB for agencies to provide an overview for people new to the process, as well as changes to the process for those that have worked on the budget previously (similar to the training currently being done for Strategic Planning). We also realize that the work done now on the Strategic Planning and Service Area Structure will change budget development in the future and this type of training may be a must each year.

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

at the agency; at the cost center detailed level; DPB provides %s or amounts for benefits - must be distributed thru all programs and subprograms, etc

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

3

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

4

Prioritizing and ranking alternatives

2

Publishing budget documents

5

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

none

19. How does your Agency then create Agency-specific guidelines for budget preparation?

establish broad policy/strategic goals we want to accomplish; CTB guidance; then establish simple budget instructions for cost centers to follow

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

We have continued to improve our measures with improved data collection and systems; use business decision-making models; very involved leadership in budget process; consistency in what is to be achieved

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	.0
Band - 2	.0
Band - 3	127.6
Band - 4	59.3
Band - 5	152.9
Band - 6	63.0
Band - 7	1.9
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☒ Yes

☐ No

Comments

Title 33 of the Code of Virginia; federal transportation laws and CFR

24. If you have any other concerns or comments about this functional area, please include them here.

The FTE counts include all the internal budgeting processes for projects, including individual highway construction projects - 35.38 FTEs; maintenance detailed budgeting to projects and individual road asset types - 342 FTEs. FTE numbers are approximately 5 FTEs for state budgeting process (meaning submissions to DPB, General Assembly, etc.)

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☐ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
Budgeting for Positions
2.
Revenue Forecasting
3.
Budget Reporting/Tracking
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
Providing Amounts for Reductions/Increases in Central Appropriations at the Agency Level
2.
Have unspent General Fund Appropriation automatically carry forward to the next year
3.
VITA and DPB could coordinate activities better
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

N/A

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☐ Yes

☒ No

16. Please indicate where in the process re-keying occurs.

.....

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

4

Measuring performance and activity budgeting

3

Planning and evaluating reorganizations

5

Prioritizing and ranking alternatives

2

Publishing budget documents

1

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

DPB provides us with a target / base budget amount of funding and positions. There is some upfront discussion of these before the formal release of this base budget. If the agency has additional need must submit a decision package or addendum request for additional funding. This is a formal process.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

Once the dollars and positions are known, cost center managers budget the amount of wage, overtime and non-personal service dollars needed and the Fiscal Office will budget the amount of dollars needed for positions at the cost code level.

20. Does your Agency use performance measures in the budget development process?

☐ Yes

☒ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	1.0
Band - 5	1.0
Band - 6	.7
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☒ Yes

☐ No

Comments

There are federal laws that mandate who can view certain federal data regarding taxpayer information

24. If you have any other concerns or comments about this functional area, please include them here.

The general and transportation fund revenue forecasting function along with the car tax forecasting function at TAX make this a central agency for these budgeting activities. This function necessitates contact directly to the Secretary of Finance and even the Governor's Office.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
Budget Amendments
2.
Technical Adjustments
3.
Decision Packages
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

The amount of time given between the receipt of the instructions and the due date of deliverables needs to be extended.

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

front end

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

n/a

Measuring performance and activity budgeting

n/a

Planning and evaluating reorganizations

n/a

Prioritizing and ranking alternatives

n/a

Publishing budget documents

n/a

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

We use the base budget to compare revenue and prepare technical adjustments and budget decision packages if necessary.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

Verbal and written communications

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☒ Yes

☐ No

Comments

Department of Labor regulations

24. If you have any other concerns or comments about this functional area, please include them here.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

PROBUD/FATS System; Expenditure Analysis; Strategic Planning/Performance Budgeting

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
Base Budget Development Process
2.
Decision Package/Amendment Process
3.
Annual Budget Execution and Data Tracking and Reporting
4.
Legislative Input Analysis
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
DPB's use of "convenience codes" requires additional work on the agencies (and DPB) by requiring administrative actions that DPB could have reflected initially.
2.
Continued difficult connecting the Strategic Plan to the Budget Structure; designed by DPB with a rigid accounting structure - differing from agency core functions.
3.
DPB's timeframes for developing the base budget based on the new strategic planning process. (Not enough time to do it thoroughly and accurately.)
4.
DPB staff not responding timely to questions or providing information.
5.
DPB should establish a cyclical schedule with set dates (like they used to have) for budget instructions/submissions. Now, each biennium is different, which makes planning more difficult.

5. What improvements could be made in distributing budget instructions to Agencies?

Allow more time on the "front end" of the process - send out instructions earlier.

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
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3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

Budget Development; Spreadsheets; to breakdown budget by categories; Final Budget; WEBBEARS; To adjust budget amounts

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

2

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

4

Prioritizing and ranking alternatives

3

Publishing budget documents

5

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

The DPB/Legislative Process dictates the guidelines; Agencies have almost no input. Input is usually ignored and feedback is not usually provided.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

Internally, DMV has an established budget process that includes instructions and forms to be completed at each administrative area of the agency. Also, needs analysis and prioritization takes process annually. This process takes place annually and also for the biennial budget submission.

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

They are used to determine agency costs and allocation of funds to identify alternative services and effective use of resources.

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	2.0
Band - 6	2.0
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

Much of the DPB budget planning and development process continues to be rigid and dictatory. The structure is rigid and therefore, dictates the end product.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
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2.
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3.
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4.
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5.
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4. Please list up to five aspects of the budget process that you feel could be improved.

1.
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2.
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3.
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4.
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5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

--

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☒ Yes

☐ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.	Budget development	Development of internal operational budgets
2.	Budget negotiation	Negotiating internal operating budget
3.	Budget execution	Add/Deletes/rearrangements of budget
4.	Budget reporting	Monitor and control
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☒ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
Supports detail for grant management
2.
Supports strategic plan of the agency
3.
Supports program cost accounting questions received from public, legislators, etc.
4.
.....
5.
.....

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☒ Yes

☐ No

14. Please list these enhancements below.

1.

Greater integration with planning and execution

2.

Establishment of performance measurements

3.

Tighter integration with time accounting system

4.

.....

5.

.....

15. Do staff in your Agency re-key data as a part of the budget process?

☐ Yes

☒ No

16. Please indicate where in the process re-keying occurs.

.....

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

3

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

5

Prioritizing and ranking alternatives

4

Publishing budget documents

2

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

Work through Sec office and published procedures from DPB to request adjustments.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

Internal budget committee process

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

During internal budget development, the outputs and outcomes can be specifically designated for project/jobs by personnel developing the budget request.

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☒ Yes

☐ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

Budgeting process is directly tied to the accounting/expenditure process and the time accounting system. These links are necessary to insure accurate, timely and trackable data for grant reimbursements.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☐ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
Budget development, entry & reporting process
2.
Budget amendments & decision package process
3.
Revenue forecasting
4.
Budget execution & budget tracking
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
the allowance of inflationary adjustments
2.
technical amendment process (however it may revised during the next budget process)
3.
.....
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

For the past couple years, instructions are available on the Department of Planning & Budget's website. This has been an acceptable mode of receipt.

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☒ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

WeBears - By choice, we re-key into WeBears. There is an option to import; however, the rekeying allows one last check.

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

4

Measuring performance and activity budgeting

5

Planning and evaluating reorganizations

3

Prioritizing and ranking alternatives

2

Publishing budget documents

1

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

None- Instructions and guidelines are prepared and distributed by the Department of Planning & Budget

19. How does your Agency then create Agency-specific guidelines for budget preparation?

The Agency has a Budget Committee comprised of upper level management personnel that sets guidelines within the agency pertaining to items to be submitted for consideration.

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

The agency prepares a Strategic Plan with performance measures; however, it was not an intricate part of the budget process. It appears in the new budget process for the 2006-2008 biennium, the strategic plan, objectives and measures will be an important aspect of budget decisions.

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	1.0
Band - 3	9.0
Band - 4	4.0
Band - 5	3.0
Band - 6	1.0
Band - 7	.5
Band - 8	
Band - 9	
Contracted Labor	1.0

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☒ Yes

☐ No

Comments

OMB Regulations and the Code of Virginia governing certain special revenues collected by the department.

24. If you have any other concerns or comments about this functional area, please include them here.

The 2006-2008 biennial budget process has begun with a new format called Service Areas. It is too early to comment on the new process.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☐ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☒ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
.....
2.
.....
3.
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4.
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5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
Rightsizing of Annual Appropriations
2.
Periodic meetings with DPB Budget Analyst
3.
.....
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

Undersanding by DPB of DFP's Business Model

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
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4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☐ Yes

☒ No

16. Please indicate where in the process re-keying occurs.

.....

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

#1

Measuring performance and activity budgeting

.....

Planning and evaluating reorganizations

.....

Prioritizing and ranking alternatives

#2

Publishing budget documents

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

Minimal.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

Yes ...although mostly informal.

20. Does your Agency use performance measures in the budget development process?

☐ Yes

☒ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.2
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

None known.

24. If you have any other concerns or comments about this functional area, please include them here.

Reminder DFP is a "small" agency with less than 35 FTEs statewide. The principal FTE working on budget wears many 'other hats.'

#3 - Non-entries are NOT an oversight !

#4 - Rightsizing of Bdgt Bill/Apps Act is a critical concern !

#6 - DCJS usually does that but we are moving to regain control !

#10 - DFP has an ELT\Executive Leadership Team which is integral to the process

#11 - Only those as 'imposed' by DPB

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☐ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
Legislative impact analysis (fiscal impact statements)
2.
Position/fringe benefit cost assumptions and overall position budgeting
3.
Administrative requests for appropriation actions
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
Technical adjustments for federal/nongeneral funds on an annual basis
2.
Timing of central appropriation/fringe benefit guidance (local govt budget cycles run earlier than state)
3.
Appropriation action history in an electronic format extractable to Excel/Access
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

Budget guidance at appropriate points in time in the state's budget process (e.g. assumptions in the Budget Bill, impact of central appropriation actions by the GA, etc.) would be helpful. The local governments (required to match local health department GF) routinely complete their local budget cycle before we've received updated guidance on fringe benefit, health insurance costs, etc.

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☒ Yes

☐ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.	Budget execution and monitoring	Cost-center level budgeting; ability to load operating budgets into CARS
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☒ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.	Historical expenditure/revenue data (Excel spreadsheets w/ pivot table capability)	Budget development, execution, program analysis, budget requests, etc.
2.	Local government matching fund requirements	Budget development, execution
3.	FTE management control report	Budget execution, program analysis, etc.
4.	Management unit appropriation tracking across fiscal years/biennia	Budget development, execution, budget requests, etc.
5.	Budget development spreadsheet	Budget development, execution, program analysis, etc.

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.	Uploading of operating budget information to CARS (as deemed necessary)	Automated	Detailed	Non-Daily Cycle

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
Cost center and management unit level budget (especially critical with large amount of federal/non-GF funding)
2.
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3.
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4.
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5.
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12. Please list up to five opportunities for improvement to the Budget process.

Assuming this question pertains to the agency's budget process (earlier question requested input on the state budget process), an improved method of loading original budget and budget revisions by agency management area and cost center levels is highly desirable. With the advent of multiple federal grant cycles in particular, budget revisions occur throughout a typical state fiscal year and the agency's current automated system does not handle revisions adequately.

13. Are any of these enhancements planned, funded, or underway?

- ☒ Yes
- ☐ No

14. Please list these enhancements below.

1.
Planning is to attempt to identify IT resources to update the agency's legacy method of loading cost-center budget information
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

- ☒ Yes
- ☐ No

16. Please indicate where in the process re-keying occurs.

Appropriation action tracking (Budget Bill and legislative actions, etc.)

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

1

Measuring performance and activity budgeting

3

Planning and evaluating reorganizations

4

Prioritizing and ranking alternatives

2

Publishing budget documents

5

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

The agency tracks Appropriation Act budget actions and intent, develops and tracks appropriations that are consistent with the Act but organized by agency management areas and cost centers.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

The agency's Office of Budget Services provides staff support to agency Senior Management. Consideration is given to current agency/program specific financial and programmatic issues (e.g. in most recent fiscal year, a high priority was identifying available funding for additional flu vaccine purchases), local and federal government match funding requirements, unavoidable costs, etc. Typically, a combination of state and agency-specific guidance is then published to each office and health district within the agency along with a user-friendly Excel workbook for use in cost center-level budget development

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

Management unit performance is factored into agency senior management decisions on discretionary allocations and reallocations.

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	3.0
Band - 6	1.0
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☐ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☐ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☐ Policy and program analysis
- ☐ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
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2.
.....
3.
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4.
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5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
Receiving State allocations earlier to be able to use the information in negotiations for local match
2.
Getting benefit information earlier to use in calculations of local match requirements that are used in negotiations with each locality
3.
Incorporating the preparation of the Family Health Services budgets with COOP budgets so they do not have to be revised when items in number 1 and 2 above are known
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

The District receives instructions, Excel spreadsheets, and financial assumptions from the VDH Budget area for the preparation of our COOP Budgets. The Office of Family Health Services requests the preparation of Grant Budgets one to two months earlier with no financial assumption instructions or guidance. Current Fiscal Year assumptions (benefit rates, salary increase rates, etc.) are used for COOP budgets but prior Fiscal Year assumptions are used for Family Health Service budgets because they are requested before the information is known

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☐ Yes

☒ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.		
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☐ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.		
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.
2.
3.
4.
5.

12. Please list up to five opportunities for improvement to the Budget process.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☐ No

14. Please list these enhancements below.

1.
.....
2.
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3.
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4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

District fiscal office

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

.....

Measuring performance and activity budgeting

.....

Planning and evaluating reorganizations

.....

Prioritizing and ranking alternatives

.....

Publishing budget documents

.....

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

The District receives budget guidance from VDH Office of Budget Services and not from the Department of Planning and Budget

19. How does your Agency then create Agency-specific guidelines for budget preparation?

The District receives budget guidance from VDH Office of Budget Services.

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.2
Band - 5	.3
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☐ No

Comments

No

24. If you have any other concerns or comments about this functional area, please include them here.

The survey was completed based on changing the word Agency to District in all questions. The District develops a budget, position budgets, performance plans and measures for activities at the local level. District COOP and Grant Budgets, including positions, are submitted to VDH Office of Budget Services and to Family Health Services. District performance plans and measures are used at the local level e.g. negotiation of local matches for the COOP budgets, need for community education in various areas, etc

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☐ Capital budgeting
- ☒ Performance measurement
- ☒ Long-term financial and strategic plans
- ☒ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
Compliance with submission deadlines and content requirements
2.
Management of available resources within established constraints
3.
.....
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
Less tinkering with the budget development system would be an improvement.
2.
Top-down central office directives for strategic planning need to be issued with longer implementation time, or need to be less prescriptive.
3.
The budget process is designed to serve DPB's requirements. Our agency must budget at multiple levels, not just at the DPB level (limited by program, fund and fiscal year).
4.
.....
5.
.....

5. What improvements could be made in distributing budget instructions to Agencies?

Standard format for annual submissions would be established, with standardized due dates. Instructions should be limited to specific changes required, with as much lead time as possible for the submitting agencies.

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☒ Yes

☐ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.	Unit budget management	Budget and expenditure monitoring
2.		
3.		
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☒ Yes

☐ No

Comments

Central systems cannot provide support for budgets that have terminal or extended project periods. Also, untimely appropriation adjustments make the central system unreliable for real-time management.

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.	CARS downloads, Excel database & spreadsheets	Monitor revenues, and prepare periodic unit budget vs. expenditure reports
2.		
3.		
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.	Oracle Financials CARS/DPB Interface	Automated	Detailed	Daily

11. What elements of the Agency-based systems are especially effective for your Agency?

1.

Real time data available

2.

Potential exists to reduce rekeying of data

3.

Design reports to meet agency needs

4.

.....

5.

.....

12. Please list up to five opportunities for improvement to the Budget process.

Increase flexibility for budget adjustments based on available funds or different program codes.

13. Are any of these enhancements planned, funded, or underway?

☐ Yes

☒ No

14. Please list these enhancements below.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

Base budget development, amendment requests, monitoring of appropriation at subprogram level, translating agency budget to individual operating unit budgets

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting “what-if” analysis

4

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

3

Prioritizing and ranking alternatives

2

Publishing budget documents

5

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency’s role in setting and changing these guidelines.

DPB makes the rules. We follow them. If and when DPB proposes or issues a guideline that cannot be reasonably implemented, we will communicate that concern and seek some resolution or accommodation.

19. How does your Agency then create Agency-specific guidelines for budget preparation?

There are two levels of budget preparation: DEQ as a component of the Executive Branch; DEQ operating unit budgets. Agency-specific guidelines focus on the operating unit budgets. The planning period is based on the state fiscal year, but due to the mixture of non-general funds used by DEQ, unit budgets do not precisely correspond with the Appropriations. Agency-specific guidelines will be based on operational administrative concerns and agency strategic priorities.

20. Does your Agency use performance measures in the budget development process?

☒ Yes

☐ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

DEQ is beginning to utilize the components of its strategic plan to establish priorities for decision making regarding the allocation of available resources toward specific outcome-based objectives.

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	3.0
Band - 6	1.0
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

.....

24. If you have any other concerns or comments about this functional area, please include them here.

The effectiveness of the DEQ budget program is directly linked to the comprehensive understanding of, and interaction with the programmatic elements of the agency. DEQ is intent upon using Oracle Financials to provide budgeting at the cost code, or grant & agency project levels.

1. Please select all budget-related activities that your Agency performs. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will be in touch to get additional information.

- ☒ Budget development, entry and reporting
- ☒ Budget amendments, technical adjustments and decision packages
- ☒ Position budgeting (cost calculation, FTEs, and position management)
- ☐ Capital budgeting
- ☐ Performance measurement
- ☐ Long-term financial and strategic plans
- ☐ Policy and program analysis
- ☒ Legislative impact analysis (fiscal impact statements)
- ☒ Revenue forecasting
- ☒ Budget execution and budget tracking

Other

.....

2. If you would like to provide additional information, please check the box below.

- ☐ Follow Up

3. Please list up to five aspects of the budget process that you believe work well.

1.
WebBears
2.
DPB website documentation for deliverables: Deadlines, Instructions, & Forms
3.
.....
4.
.....
5.
.....

4. Please list up to five aspects of the budget process that you feel could be improved.

1.
More timely approval of FATS transactions, especially inter-agency..
2.
More advance notice of deliverables.
3.
Pay attention to requested detail of where incr/decr to base are to be made.
4.
Redesign Form 27 to accommodate transfers between agencies on one form.
5.
Keep budget managers informed as to status & estimated time for action on pending actions.

5. What improvements could be made in distributing budget instructions to Agencies?

Send to ALL budget personnel within agencies, not just agency heads- could use WebBears access for distribution list...?

6. Does your Agency use any Agency-based IT system in addition to centrally provided systems (PROBUD, WebBears, EFIS and FATS) for budget development and budget execution (excluding MS Excel)?

☒ Yes

☐ No

7. If you have an Agency-based IT system for budget development and budget execution, please list the budget processes and functions supported.

	Budget Process	Functions Supported
1.	Excel Budget worksheet	all admin
2.	Excel Budget upload /download file for HP system	all admin
3.	Multi System Budget reports	all
4.		
5.		

8. Does your Agency-based system provide full support to the specific budgeting processes that are not supported by the central systems?

☒ Yes

☐ No

Comments

.....

9. Please list any significant manual processes, spreadsheets, or databases used and the processes they support.

	Manual Processes, Spreadsheets, Databases, etc.	Process Supported
1.	Excel Budget worksheet	all admin
2.	Excel Budget upload /download file for HP system	all admin
3.	Multi System Budget reports	all
4.		
5.		

10. Please provide information about the interface between these agency-based systems and central systems.

	Description of Interface	Automated/Manual	Summary/Detailed	Daily/Non-Daily Cycle
1.				

11. What elements of the Agency-based systems are especially effective for your Agency?

1.

Being able to download current budgets, make changes and upload changes.

2.

.....

3.

.....

4.

.....

5.

.....

12. Please list up to five opportunities for improvement to the Budget process.

Develop interface between staffing actuals [all payroll related data and fringe info] and non-personnel actuals that can be downloaded into Excel.
Communicate in a more direct manner with budget personnel.
Expedite the Form 27 approval process and/or communicate status and expected resolution of pending items.

13. Are any of these enhancements planned, funded, or underway?

☒ Yes

☐ No

14. Please list these enhancements below.

1.
Researching stage of replacing In-house Fiscal system that will replace obsolete one currently used.
2.
.....
3.
.....
4.
.....
5.
.....

15. Do staff in your Agency re-key data as a part of the budget process?

☒ Yes

☐ No

16. Please indicate where in the process re-keying occurs.

Many budget and budget /actual reporting stages

17. Consider the following list of functions. Please rank these five activities in order of importance to your Agency function, with (1) as the most important through (5) as the least important.

Conducting "what-if" analysis

2

Measuring performance and activity budgeting

1

Planning and evaluating reorganizations

5

Prioritizing and ranking alternatives

3

Publishing budget documents

4

18. We understand that the Department of Planning and Budget provides your Agency with a set of budget and position guidelines. Please describe your Agency's role in setting and changing these guidelines.

Budget Addendum requests and Form 27

19. How does your Agency then create Agency-specific guidelines for budget preparation?

Based on DPB initially. Details dispersed by subprogram/cost center/subobject.
Changes made thru addendum and form 27 as appropriate to budget cycle.

20. Does your Agency use performance measures in the budget development process?

☐ Yes

☒ No

21. How are performance measure outputs and outcomes incorporated into agency budgetary decisions?

22. For all automated or manual budget and finance processes in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.1
Band - 6	.2
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

23. Are there any specific state or federal laws or regulations that would make it difficult to reengineer this business process? If so, please provide the relevant citation.

☐ Yes

☒ No

Comments

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24. If you have any other concerns or comments about this functional area, please include them here.